Applying Effective Performance Standards

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Agenda

- The Golden Rule of performance appraisals
- The basic principle of performance appraisals
- Understanding performance ratings
- How to describe performance constructively, accurately, and fairly
No Surprises!

- If it isn’t written down, it didn’t happen.
- Who/what/when/where & why

The Golden Rule of Performance Appraisals

- There should be NO SURPRISES!

How do you avoid surprises?
Effecti ve Pe rformance A ppraisal s

Planning for “No Surprises”

Clarify EXPECATIONS
Communicate REGULARLY
Document SUCCESSES
Document PROGRESS
Document CHALLENGES
Coach AS NEEDED

Basic Principle

- The performance appraisal should accurately reflect the actual performance of the employee based on fair and reasonable standards or expectations.
Some Common Attitudes

- You can’t get better than (solid/above expectations) in your first year.
- Nobody is so good that they do all of their work in an exceptional way. You should find something to rate down.
- Some jobs just don’t lend themselves to a rating better than solid.
- I never give “exceptional,” because that means “perfect” and nobody’s perfect.

Understanding Performance Ratings

- Exceptional
  - Performance well exceeds expectations and is consistently outstanding
- Above Expectations
  - Performance is consistently beyond expectations
- Solid Performance
  - Performance consistently fulfills expectations and at times exceeds them
- Improvement Needed
  - Performance does not consistently meet expectations
- Unsatisfactory
  - Performance is consistently below expectations. Deficiencies should be addressed as noted in performance appraisal.
A Crucial Question

- What does consistently mean?
  
  Webster's:
  - marked by harmony, regularity, or steady continuity: free from variation or contradiction, e.g., <a consistent style in painting>

  Does it really mean “always without exception”?

Comparison

- Read the next 5 slides
- How is exceptional different from above expectations?
- How is above expectations different from solid?
- How is improvement needed different from solid?
- How is unsatisfactory different from improvement needed?
Adapted from *Perfect Phrases for Performance Reviews - Administrative Skills*, page 42

1. **Exceptional**
   - Has improved many departmental procedures
   - Effectively tracks the status of products
   - Handles many tasks effectively simultaneously
   - Documents are always ready when needed
   - Created important new record-keeping systems
   - Uses advanced PowerPoint functions
   - Responded well to tight deadlines
   - Anticipated organizational requirements

2. **Above Expectations**
   - Streamlined many procedures
   - Administered accounts payable and receivable without error
   - Thorough, reliable, attentive to client needs
   - Maintains vital information
   - Sets priorities well
   - Requires a minimum of supervision
3. Solid
- Filed and found documents with ease
- Kept up-to-date calendar
- Maintained important records
- Wrote clear memos
- Set priorities to ensure documents are ready when needed
- Used software effectively
- Knew enough PowerPoint to create effective presentations

4. Improvement Needed
- Loses essential data occasionally
- Some records can’t be found or are inaccurate
- Sometimes does not maintain records
- Reports are lost on occasion
- Cannot create graphs
- Rarely relies on the computer to simplify tasks
- Makes grammatical and punctuation errors in memos
5. Unsatisfactory

- Demonstrated minimal ability to do the basic functions of the job
- Memos were often unclear
- Used condescending tone in staff memos
- Formatting errors make documents unusable
- Reports were often misfiled, not filed, or lost
- Has missed a number of important deadlines

For the Following 2 Slides

- Assign a rating for each item on each slide. Use each rating once for each slide.
  - Exceptional
  - Above Expectations
  - Solid
  - Improvement Needed
  - Unsatisfactory
Effective Performance Appraisals

___ Interacts poorly with other staff/team members and fails to develop and maintain successful interactions. Fails to demonstrate a willingness to communicate directly and openly to identify and solve problems and reach decisions. Is unduly critical and/or uncooperative.

___ In the most difficult or challenging situations, influences and/or collaborates with others in finding ways to create positive results.

___ Demonstrates unwillingness to show respect for ideas and behaviors of others. Has difficulty interacting well with other staff/team members. Does not attempt positive resolution to shared problems.

___ Anticipates and works to prevent problems before they arise. Proactively initiates dialogue concerning appropriate issues. Consistently provides constructive input in relationships. Consistently makes an extra effort to provide assistance.

___ Interacts well with others. Communicates, both verbally and non-verbally, in a direct, cooperative, tactful, patient and courteous manner. Incorporates effective listening skills. Is diplomatic and strives to be helpful in all situations. Attempts positive resolution to shared problems.

___ Fails to demonstrate a working knowledge of and competency in the skills and duties required to perform job functions effectively. Does not independently use appropriate job tools effectively. Makes little effort to obtain new/current information.

___ Demonstrates a high degree of knowledge and initiative to augment and improve skills, knowledge and abilities applicable to the job through acquired training and education. Demonstrates initiative in sharing new information with team members.

___ Demonstrates knowledge and understanding of own work and how it relates to unit and/or departmental operations. Demonstrates a working knowledge of and competency in the skills and duties described in the job description, as well as tools required to complete tasks. Integrates individual job components with a clear understanding of how each relates to the whole job. Keeps current in the working field. Applies knowledge in a consistent and reliable manner. Demonstrates a general overall knowledge of the workings of the organization and, when appropriate, other units on campus.

___ Exhibits expertise, superior job knowledge, and outstanding skills in even the most difficult aspects of the job. Excels at applying acquired skills and information to the position and team goals.

___ Demonstrates insufficient knowledge of and competency in the skills, duties and use of tools required to perform job functions effectively. Knowledge and skills are weak and require strengthening. Needs additional work or effort to meet job needs.
Good luck!